



## AGENDA

### ACCESS JOINT COMMITTEE

**Monday, 4th December, 2023, at 11.00 am**

Ask for: **Joel Cook**

**Bevin Hall, 18 Smith Square, London, SW19**

Telephone **03000 416892**

*Tea/Coffee will be available 15 minutes before the start of the meeting in the meeting room*

#### **Membership**

**Chair: Cllr Mark Kemp-Gee** (Hampshire CC), **Vice-Chair: Cllr Susan Barker** (Essex CC), **Cllr Vanessa Churchman** (Isle of Wight), **Cllr Gerard Fox** (East Sussex CC), **Cllr Jeremy Hunt** (West Sussex CC), **Cllr Graham Lawman** (West Northamptonshire), **Cllr Judy Oliver** (Norfolk CC), **Cllr Charlie Simkins** (Kent CC), **Cllr Karen Soons** (Suffolk CC), **Cllr Alison Whelan** (Cambridgeshire CC) and **Cllr Andrew Williams** (Hertfordshire CC)

#### **UNRESTRICTED ITEMS**

*(During these items the meeting is likely to be open to the public)*

1. Apologies/Substitutes
2. Declaration of interests in items on the agenda
3. Minutes of the meeting held on 4 September 2023 (Pages 1 - 6)
4. Chair's remarks
5. Business Plan, Budget and Risk (Pages 7 - 28)

#### **Motion to Exclude the Press and Public**

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 & 5 of part 1 of Schedule 12A of the Act.

#### **EXEMPT ITEMS**

6. Exempt Minutes of the meeting held on 4 September 2023 (Pages 29 - 34)
7. Waystone presentation (Pages 35 - 44)

<b>8.</b>	Operator Re-procurement	(Pages 45 - 56)
<b>9.</b>	LGPS pooling consultation - Government response	(Pages 57 - 60)
<b>10.</b>	Third-party Review	(Pages 61 - 62)
<b>11.</b>	Communications Re-procurement	(Pages 63 - 70)
<b>12.</b>	Pool Aligned Alternative Investments	(Pages 71 - 82)
<b>13.</b>	Investment Performance Report	(Pages 83 - 138)
<b>14.</b>	Sub-fund Implementation	(Pages 139 - 144)
<b>15.</b>	Contract Management	(Pages 145 - 160)
<b>16.</b>	Risk Register	(Pages 161 - 170)

Joel Cook  
Clerk to the Joint Committee  
03000 416892

**Friday, 24 November 2023**



## ACCESS JOINT COMMITTEE

MINUTES of a meeting of the ACCESS Joint Committee held at Bevan Hall, 18 Smith Square, London on Monday, 4th September, 2023.

PRESENT: Chair: Cllr Mark Kemp-Gee (Hampshire CC), Vice-Chair: Cllr Susan Barker (Essex CC), Cllr Nick Chard (Kent CC), Cllr Vanessa Churchman (Isle of Wight), Cllr Jeremy Hunt (West Sussex CC), Cllr Graham Lawman (West Northamptonshire), Cllr Judy Oliver (Norfolk CC), Cllr Paul Redstone (East Sussex CC), Cllr Karen Soons (Suffolk CC) and Cllr Alison Whelan (Cambridgeshire CC).

ALSO PRESENT: Kevin McDonald (ASU), Mark Paget (ASU), Dawn Butler (ASU), Paul Tysoe (ASU), Alistair Coyle (ASU), Sallie Wilson (ASU), Clifford Sims (Squire Patton Boggs), Chris Harper (Squire Patton Boggs) and John Wright (Hymans Robertson).

LOCAL PENSION BOARD OBSERVERS: Ray Martin (East Sussex), Neil Simpson (East Sussex), Nicola Mark (Essex), Andrew Coburn (Essex), Neil Wood (Hampshire) and Cllr Alex Crawford (Hampshire).

OFFICERS: Andrew Bouflower (Hampshire), Nick Buckland (Kent), Glenn Cossey (Norfolk), Jody Evans (Essex), Paul Finbow (Suffolk), Alex Younger (Norfolk), Rachel Wood (West Sussex), Sharon Tan (Suffolk), Patrick Towey (Hertfordshire), Mark Whitby (Cambridgeshire), Ben Barlow (Northamptonshire), Sian Kunert (East Sussex), Amanda Crawford (Essex), Matt Dentten (Kent) and Joel Cook (Kent - Clerk).

VIRTUAL: Jo Thistlewood (Isle of Wight)

### UNRESTRICTED ITEMS

**111. Apologies/Substitutes.**  
(Item. 1)

Apologies were received from Cllr Williams, Cllr Fox who was substituted by Cllr Redstone, Cllr Longley who was substituted by Cllr Lawman and Cllr Simkins who was substituted by Cllr Chard.

RESOLVED that the apologies be noted.

**112. Declaration of interests in items on the agenda.**  
(Item. 2)

No declarations were made.

**113. Minutes of the meeting held on 5 June 2023.**  
(Item. 3)

RESOLVED that the minutes from the meeting held on 5 June 2023 be signed as a true and accurate record.

**114. Chair's remarks.**  
(Item. 4)

1. The Chair announced that Cllr Fox and Cllr Oliver would continue in their roles as spokespeople for responsible investment and governance respectively. He confirmed that Cllr Soons had stepped down from her role as spokesperson for communications, with the responsibility being taken on by the Chair and Vice Chair.
2. The Chair formally welcomed Local Pension Board observers from East Sussex, Essex and Hampshire.

RESOLVED that the Chair's remarks be noted.

**115. Business plan, Budget & Risk.**  
(Item. 5)

1. Kevin McDonald (ASU) provided an overview of the 2023/24 Business Plan, 2023/24 budget update and risk summary. He highlighted the third-party review carried out by Barnett Waddingham, whose report had been considered by Section 151 Officers and the Officer Working Group (OWG) and would be circulated to the Joint Committee in due course. It was noted that formal publication of the communications support partner procurement had occurred on 23 August, which would be reported to the Joint Committee's next meeting. He confirmed that the Annual Report would be circulated to Joint Committee Members the week commencing 11 September.
2. Following a request from Cllr Hunt, Mr McDonald agreed to circulate a breakdown of the legal costs between BAU evaluation and non-listed related costs.

RESOLVED to note the:

- a) 2023/24 Business Plan update;
- b) 2023/24 budget update; and
- c) risk summary.

**Motion to Exclude the press and public**

RESOLVED that under Section 100A of the Local Government Act 1972 the press and public be excluded from the meeting for the following business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 & 5 of part 1 of Schedule 12A of the Act.

**116. Exempt Minutes of the meeting held on 5 June 2023.**

*(Item. 6)*

RESOLVED that the exempt minutes from the meeting held on 5 June 2023 be signed as a true and accurate record.

**117. Pooling consultation.**

*(Item. 7)*

1. Mr McDonald provided an overview of the draft ACCESS response to the DLUHC LGPS Next Steps on Investments consultation.
2. Members discussed the contents of the draft response and elements to be emphasised.
3. The Chair moved an amendment to the motion, to add: “agree that the arrangements for the finalisation of the ACCESS response be delegated to the ASU Director, in consultation with the Chair and Vice Chair.”
4. The amendment was agreed without a vote.

RESOLVED to:

- a) note the report;
- b) provide feedback on the Pool’s draft response to the pooling consultation;  
and
- c) agree that the arrangements for the finalisation of the ACCESS response be delegated to the ASU Director, in consultation with the Chair and Vice Chair.

**118. Implementation Advisor.**

*(Item. 8)*

1. Mr McDonald provided an overview of the report which updated the Joint Committee on Implementation Adviser developments. He noted that it was recommended that MJH / Apex continue to provide Implementation Adviser support to ACCESS for future alternative asset classes, following their fulfilment of the criteria agreed at the June 2023 Joint Committee meeting.
2. East Sussex abstained from the vote to agree the recommendations.

RESOLVED to:

- a) note the report; and
- b) agree that MJH/Apex continue to provide Implementation Adviser support to ACCESS for future alternative asset classes.

**119. Alternative Investments.**

*(Item. 9)*

1. Andrew Bouflower (Hampshire) provided an update on pool aligned alternative investments, including the focuses of UK Alternatives Building Blocks. He confirmed that Mercer had been commissioned to provide assurance that the JP Morgan and IFM Infrastructure Funds were appropriate Building Blocks, which would be reported to the Joint Committee's next meeting.

RESOLVED to note:

- a) the changes to CBRE's mandates that are being proposed to the investing Authorities and on this basis agree to change the ACCESS model for pooling UK Core Real; and
- b) the remainder of the report including progress on UK Alternatives Real Estate Building Blocks and consideration of the IFM and JP Morgan infrastructure funds being reported as pool-aligned investments.

**120. BAU Evaluation.**

*(Item. 10)*

1. Mr McDonald provided an update on the business-as-usual evaluation, highlighting the approvals process and recent correspondence.
2. Following a question from a Member, Mr McDonald confirmed that the item would be reported to the Joint Committee's next meeting.

RESOLVED to:

- a) note the report; and
- b) maintain plans for the original BAU procurement timetable.

**121. RI Phase II procurement.**

*(Item. 11)*

1. Alistair Coyle (ASU) introduced the report which explained the outcome of the Phase II Responsible Investment (RI) procurement, addressed implementation of the RI Guidelines and delivery of the reporting requirements.
2. Mr McDonald agreed to clarify the arrangements regarding the process for evaluating the submissions in relation to Joint Committee Member involvement following the meeting.

RESOLVED to:

- a) note the outcome of the procurement process; and

- b) note the appointment of PIRC Ltd to provide external advice and support in respect of the implementation of the RI Guidelines and, in particular, delivery of the reporting requirements.

**122. Performance Update.**

*(Item. 12)*

1. Sharon Tan (Suffolk) provided an overview of current ACCESS performance, which showed that pooled assets of all ACCESS Authorities amounted to £35.43bn at the end of June 2023 (an increase of £1.02bn from the March 2023 quarter). The total Pool Assets increased by £293m and Pool Aligned Assets increased by £723m.

RESOLVED that the report be noted.

**123. Stock Lending.**

*(Item. 13)*

1. Ms Tan gave an overview of the Stock Lending report. She highlighted collateral arrangements, stock recalling and ownership.
2. Ms Tan explained, following a question from the Chair, that cash collateral was not accepted due to the cost to invest and added risk. It was noted that during the 2007-2008 financial crisis there had been many issues with stock lending involving cash collateral.
3. Following a question from a Member, it was explained that stock lending was used to provide the market with liquidity and to prevent settlement failure which was often more costly than the stock lending costs.

RESOLVED to note the stock lending programme.

**124. Sub-fund Implementation.**

*(Item. 14)*

1. Mr Coyle introduced the report which updated the Joint Committee on the establishment of sub-funds in the Authorised Contractual Scheme.
2. The recommendations for items 14 and 15 were considered and agreed concurrently.

RESOLVED to:

- a) note the report; and
- b) approve the creation of a new sustainable global equity sub-fund be submitted to Link for consideration.

**125. Contract Management.**

*(Item. 15)*

1. Mark Paget (ASU) provided an update on Contract and Supplier Relationship Management activity.

RESOLVED to:

- a) note the matters highlighted within the report, the activity that has taken place and forthcoming plans;
- b) in respect of sub-fund 36, approve the application of an additional 2cbps in the payable Operator fee for all sub funds within the ACS; and
- c) approve the content of CCF005.

**126. Risk detail.**

*(Item. 16)*

1. Mr Paget provided an update on the risk register, highlighting those risks which had been hardened and softened.

RESOLVED to note the matters highlighted within the report.



## Business Plan, Budget & Risk Management



### ACCESS Joint Committee

Date: 4 December 2023

Report by: Director of ACCESS Support Unit (ASU)

<b>Subject:</b>	<b>Business Plan, Budget &amp; Risk Management</b>
<b>Purpose of the Report:</b>	To provide an update on the activities undertaken since the last Joint Committee, associated spend and risk summary.  To propose a Business Plan and Budget for 2024/25.
<b>Recommendations:</b>	The Committee is asked to note the: <ul style="list-style-type: none"> <li>• 2023/24 Business Plan update;</li> <li>• 2023/24 budget update; and</li> <li>• risk summary.</li> </ul> The Committee is also asked to consider the proposed Business Plan and budget for 2024/25 and: <ul style="list-style-type: none"> <li>• recommend the 2024/25 Business Plan to the ACCESS Authorities; and</li> <li>• accept the recommendation of the s151 Officers from the ACCESS Authorities to determine the 2024/25 budget totalling £1.707m to support the proposed business plan.</li> </ul>
<b>Enquiries to:</b>	Kevin McDonald Email: <a href="mailto:kevin.mcdonald@accesspool.co.uk">kevin.mcdonald@accesspool.co.uk</a>  Mark Paget Email: <a href="mailto:mark.paget@accesspool.co.uk">mark.paget@accesspool.co.uk</a>

## **1. Background**

- 1.1 The Joint Committee (JC) have a role to keep the performance against the strategic business plan agreed by the Councils under review.
- 1.2 The Section 151 Officer Group are responsible for making recommendations to the Joint Committee on budget and business plan matters, reviewing / advising on budget variations throughout each financial year and advising the Committee on the identification of, and mitigation of, any risk to the operation or success of the Pool. In response to decisions made by the Joint Committee, the Section 151 Officers should ensure appropriate resourcing, support, advice and facilitation to the Joint Committee.
- 1.3 The ACCESS Support Unit (ASU) have a responsibility to manage the development and implementation of the strategy, business plan and budget including the identification and management of risks.
- 1.4 This report was prepared by the ASU following consultation with the Officer Working Group (OWG). In draft form, it was presented to Section 151 Officer Group at their meeting on 10 November 2023 and their feedback has informed this final version.

## **2. 2023/24 Business Plan**

- 2.1 The Business Plan for **2023/24** was agreed by the JC in December 2022 prior to being recommended to the Councils. At the same meeting, the JC also determined the budget necessary to implement this year's plan and to be charged to the relevant Authorities.
- 2.2 Activities within this year's 2023/24 Business Plan (Annex A.1) that are also the subject of separate items on the Committee's agenda include:
- BAU evaluation
  - Third party review
  - alternative / non-listed assets
  - communications partner re-procurement
  - investment performance
  - sub-fund implementation
  - contract and supplier relationship management

## **3. Responsible Investment**

- 3.1 At its last meeting on 4 September 2023, the Joint Committee noted the outcome of the National LGPS Frameworks procurement for Phase II of the Pool's Responsible Investment workstream. PIRC's appointment along with the associated contractual arrangements have since been finalised. Colleagues from PIRC attended the Officer meeting on 20 October of the ESG / RI sub-group and have subsequently been drafting a timetable of activities.
- 3.2 An update will be brought to the Committee's March 2024 meeting.

## **4. 2023/24 Budget**

- 4.1 At its December 2022 meeting, the Committee determined a budget of **£1,559,033** to support the 2022/23 business plan. Details are shown within the following table.

	Budget 2023/24 £	Actual Costs to 31 Oct 2023 £	Estimated Costs 1 Nov - 31 Mar 2024 £	Actual + Estimated Costs 2023/24 £	Overspend / (Underspend) 2023/2024 £
<b>ASU</b>					
ASU Salaries (incl. on cost)	499,833	300,599	209,516	510,115	10,282
ASU Operational	23,000	7,144	9,170	16,314	(6,686)
ASU Host Authority Recharge	35,700	20,825	14,875	35,700	0
Technical Lead Recharge	40,000	25,792	26,500	52,292	12,292
<b>ASU Total</b>	<b>598,533</b>	<b>354,360</b>	<b>260,061</b>	<b>614,421</b>	<b>15,888</b>
<b>Professional Costs</b>					
<i>Internal Professional Costs</i>					
JC Secretariat	23,100	10,663	11,500	22,163	(937)
Procurement	145,000	-	59,000	59,000	(86,000)
<i>Internal Professional Costs</i>	<b>168,100</b>	<b>10,663</b>	<b>70,500</b>	<b>81,163</b>	<b>(86,937)</b>
<i>External Professional Costs</i>					
Strategic & Technical	602,000	266,851	305,795	572,646	(29,354)
Legal & Governance	190,400	197,355	120,000	317,355	126,955
<i>External Professional Costs</i>	<b>792,400</b>	<b>464,206</b>	<b>425,795</b>	<b>890,001</b>	<b>97,601</b>
<b>Professional Costs Total</b>	<b>960,500</b>	<b>474,869</b>	<b>496,295</b>	<b>971,164</b>	<b>10,664</b>
<b>Total Costs</b>	<b>1,559,033</b>	<b>829,229</b>	<b>756,356</b>	<b>1,585,585</b>	<b>26,552</b>
<b>Cost Per Authority</b>	<b>141,730</b>	<b>75,384</b>	<b>68,760</b>	<b>144,144</b>	<b>2,414</b>

4.2 The following matters are highlighted:

- ASU Staffing: Since 1 May 2023, Paul Tysoe has worked on a part-time basis to assist Alistair Coyle commence his role as Client Manager, in addition to supporting workstreams across listed assets, non-listed assets and Responsible Investment. Paul Tysoe will leave the ASU on 31 January 2024. An overspend of £10,282 is estimated on this budget line;
- the ASU Host Authority recharge includes finance, information technology, human resource and property services;
- Technical Lead Recharge: increased workload particularly in respect of the range and scope of reporting has contributed to an estimated overspend of £12,292;
- Procurement: a number of processes originally planned to conclude in 2023/24 will now conclude in 2024/25. The associated costs will now fall into 2024/25 resulting in an estimated current year underspend of £86,000.

4.3 Further detail in relation to External Professional costs have been provided and shown in the Part II Annex B to this report.

## 5. 2024/25 proposed Business Plan and budget

5.1 It is anticipated that 2024/25 (next year) will see key activities within the following themes:

### **Actively managed listed assets:**

- launch of final sub-funds under the first ACS Operator contract;
- review of sub-funds.

### **Scheduled BAU evaluation:**

- completion of re-procurement of ACS Operator services;
- implementation of re-procurement outcome;
- commencement of new contractual arrangements.

### **Alternative / non-listed assets:**

- initial investment within real estate mandates;
- the development of pooled asset solutions for other non-listed asset classes.

### **Passive assets:**

- ongoing monitoring and engagement with UBS.

### **Governance:**

- implementation of the outcomes of the Third-Party Review;
- implementation of RI reporting arrangements;
- review of the Communications plan.

### **ACCESS Support Unit:**

- implementation of the outcomes of the Third-Party Review.

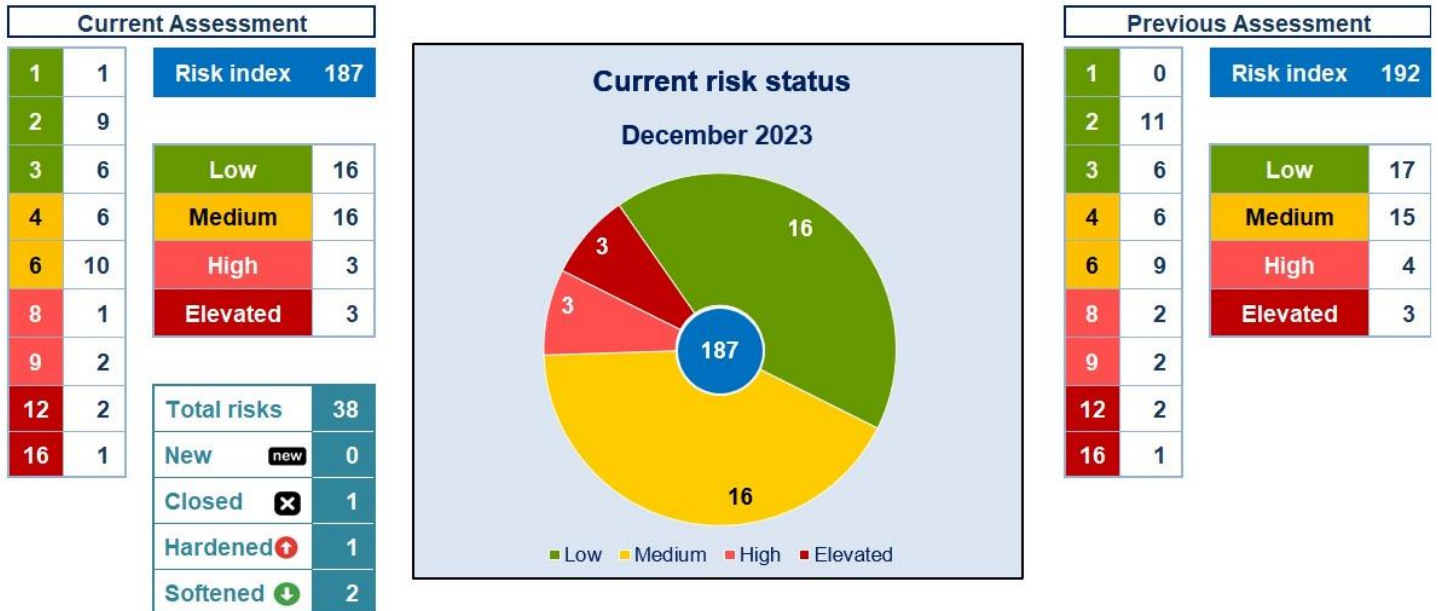
5.2 The proposed business plan was presented and discussed at the meeting of ACCESS s151 Officers held on 10 November and is set out in Annex A.2. This includes milestones for each theme along with details of the key activities.

5.3 A proposed budget totalling £1.707m for 2024/25 is also included within Annex A.2.

5.4 The proposed budget, to support the 2024/25 proposed Business Plan, was discussed at the s151 Officer meeting on 10 November 2023 who agreed that it should be recommended to the Joint Committee.

## 6. Risk Summary

6.1 A summary of the current risk profile is shown below. A more detailed report appears elsewhere on this agenda.



## 7. Recommendations

7.1 The Committee is asked to note the:

- 2023/24 Business Plan update;
- 2023/24 budget update; and
- risk summary.

The Committee is also asked to consider the proposed Business Plan and budget for 2024/25 and:

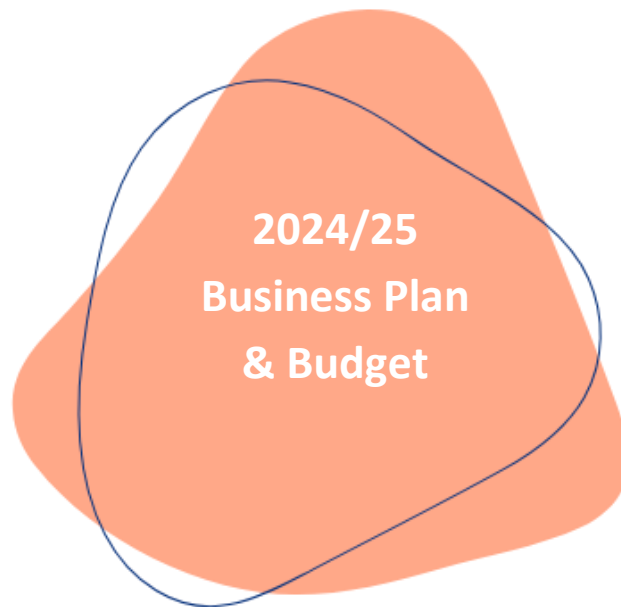
- recommend the 2024/25 Business Plan to the ACCESS Authorities; and
- accept the recommendation of the s151 Officers from the ACCESS Authorities to determine the 2024/25 budget totalling £1.707m to support the proposed business plan.

Theme	Milestone	2023/24 activity	November 2023 comment
<b>Actively managed listed assets</b>	Launch of Tranche 5b	Two fixed income sub-funds.	An update on this matter appears elsewhere on this agenda.
	Launch of Tranche 6	Two Emerging Market sub-funds.	Launched Summer 2023.
	Launch of Tranche 7a	Two fixed income sub-funds.	An update on this matter appears elsewhere on this agenda.
	Launch of Tranche 7b	One fixed income and one global equity sub-fund.	An update on this matter appears elsewhere on this agenda.
	Launch of Tranche 8	One sustainable Global Equity sub-fund.	An update on this matter appears elsewhere on this agenda.
<b>Scheduled BAU Evaluation</b>	2023/24 is the penultimate year of the Operator Agreement	Preparation for, and the commencement of, the re-procurement of operator services.	An update on this matter appears elsewhere on this agenda.
<b>Alternative / non-listed assets</b>	Implementation of approach to pool illiquid assets	Commencement of property mandates.	An update on this matter appears elsewhere on this agenda.

Theme	Milestone	2023/24 activity	November 2023 comment
<b>Passively managed assets</b>	Ongoing monitoring of assets managed on a passive basis.	Further engagement and exploration with UBS will continue throughout the year.	UBS presented to the Investor User Group on 12 June 2023.  An update on the value of Authorities' passive holdings appears elsewhere on this agenda.
<b>Governance</b>	Meetings and oversight  Operational protocols  Engagement with HM Government	<p>Arrangements will be made to support meetings of the Joint Committee (usually each quarter).</p> <p>Meetings of s151 Officers will also be held.</p> <p>The implementation of the outcomes of the Third-Party Review.</p> <p>ACCESS will liaise with the Scheme Advisory Board (SAB) as appropriate.</p> <p>Periodic reports will be provided to DLUHC as required.</p>	<p>One further Committee meeting is scheduled during the remainder of 2023/24.</p> <p>S151 Officers met on 10 November 2023.</p> <p>The Third-Party Review will be considered at the Committee's March 2024 meeting.</p> <p>Sian Kunert, East Sussex, participates on the SAB's Cross Pool Working Group on TCFD measures. Kevin McDonald, ASU participates on the SAB's RI Advisory Group.</p> <p>The annual DLUHC return was submitted in September 2023.</p>



Theme	Milestone	2023/24 activity	November 2023 comment
<b>Governance</b> continued	Engagement with HM Government (contd.)	The Pool will actively participate in any Cabinet Office/DLUHC pooling-related consultations.	An ACCESS response was submitted in September 2023.
	Joint Policies & guidelines	The commencement of RI reporting support for the Pool.	PIRC have commenced work following their appointment in September 2023.
		An annual review will be conducted of the Pool's RI Guidelines.	Scheduled for late 2023/24.
		The Pool's second Communications support contract will commence.	An update on this matter appears elsewhere on this agenda.
		Continued activity will take place on implementing the Communications plan.	The 2022/23 Annual Report has been published.
<b>ACCESS Support Unit (ASU)</b>	Review of ACCESS Support Unit	A third-party review of the ASU will be undertaken.	The Third-Party Review will be considered at the Committee's March 2024 meeting.
	Annual Audit	An Internal Audit of the ASU will be conducted by Essex CC.	Scheduled to commence Winter 2023.

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**2024/25  
Business Plan  
& Budget**

## Introduction

ACCESS was formed in 2016 when eleven Local Government Pension Scheme (LGPS) Authorities agreed to begin working collectively to address the requirements of the Government's agenda for pooling LGPS investments.

The following strategic objectives are in place:

- enable the Councils to execute their fiduciary responsibilities to LGPS stakeholders, including scheme members and employers, as economically as possible;
- provide a range of asset types necessary to enable those participating Authorities to execute their locally determined investment strategies as far as possible;
- enable the Councils to achieve the benefits of pooling investments, preserve the best aspects of what is currently done locally, and create the desired level of local decision making and control.

In order to achieve these objectives, the Councils have established a set of governing principles.

The governing principles are summarised below.

Collaborative	Risk management	Objective evidence based decisions
Equitable voice in governance	Professionalism	Equitable cost sharing
No unnecessary complexity	Evolution and innovation	Value for money

Implicit within the above principles is the democratic accountability and fiduciary duty of the Councils as Administering Authorities.

The Joint Committee recommends an annual strategic business plan to the Councils, following recommendations from Section 151 Officers and following input from the ACCESS Support Unit (ASU).

## **Context**

During 2023/24 further progress took place in pooling active listed assets, along with the establishment of arrangements for the Pool's property mandates – the first non-listed asset class.

The year saw takeovers conclude for two key strategic partners, Waystone (previously Link) assuming the role of ACS Operator and Apex (previously MJ Hudson) assuming the role of Implementation Adviser for illiquid assets.

PIRC were appointed to advise on Responsible Investment (RI) / Environmental, Social & Governance (ESG) reporting arrangements and undertook a review of the pool's RI Guidelines.

Barnett Waddingham undertook a Third-Party Review of the Pool, and a procurement was undertaken for continued communications support to be in place.

The year also saw preparations for, and the commencement of, the re-procurement of ACS Operator services.

It is anticipated that 2024/25 will see key activities within the following themes:

### ***Actively managed listed assets:***

- *launch of final sub-funds under the first ACS Operator contract;*
- *review of sub-funds.*

### ***Scheduled BAU evaluation:***

- *completion of re-procurement of ACS Operator services;*
- *implementation of re-procurement outcome;*
- *commencement of new contractual arrangements.*

### ***Alternative / non-listed assets:***

- *initial investment within real estate mandates;*
- *the development of pooled asset solutions for other non-listed asset classes.*

### ***Passive assets:***

- *ongoing monitoring and engagement with UBS.*

### ***Governance:***

- *implementation of the outcomes of the Third-Party Review;*

- *implementation of RI reporting arrangements;*
- *review of the Communications plan.*

**ACCESS Support Unit (ASU):**

- *implementation of the outcomes of the Third-Party Review.*

**Business Plan**

The Business Plan is proposed each year to the Councils by the Joint Committee on the basis of recommendations from the s151 Officer Group. The Joint Committee, on advice from the s151 Officer Group, determine a budget in order to deliver the annual Business Plan. Workstreams for the ASU are monitored at the Officer Working Group (OWG) and in turn reported to the s151 Officer Group where key ACCESS business plan activity and deliverables for the fiscal year are considered.

Each theme within the business plan includes milestones planned for the year. The strategic nature of ACCESS’s objectives means that most of the 2024/25 milestones build on work previously undertaken and will in turn provide the foundation for further milestones in subsequent years.

The *Joint Committee* will receive updates on the milestones at each meeting.

**Budget**

A budget totalling **£1.707m** to support the business plan is included at the end of this paper.

Theme	Milestone	2024/25 activity
<b>Actively managed listed assets</b>	Launch of Tranche 7b	Anticipated 2024/25
	Launch of Tranche 8	Anticipated 2024/25
	Sub-fund review	The range and scope of sub-fund provision will be reviewed
<b>Scheduled BAU Evaluation</b>	The conclusion of the re-procurement of ACS Operator Services in relation to the Pool’s actively managed listed assets	Completion of the formal re-procurement process

Theme	Milestone	2024/25 activity
		<p>Implementation of re-procurement outcome</p> <p>Commencement of new contractual arrangements</p>
<b>Alternative / non-listed assets</b>	<p>Initial investment within real estate mandates</p> <p>The development of pooled asset solutions for other non-listed asset classes</p>	<p>The first investments within the Real Estate mandates</p> <p>The procurement of pooled asset solutions for private debt and private equity</p> <p>The alignment of investments within infrastructure and timber</p> <p>The exploration of further non-listed investment opportunities</p>
<b>Passively managed assets</b>	Ongoing monitoring of assets managed on a passive basis	Further engagement and exploration with UBS will continue throughout the year
<b>Governance</b>	<p>Meetings and oversight</p> <p>Operational protocols</p> <p>Engagement with HM Government   Department for</p>	<p>Arrangements will be made to support meetings of the Joint Committee</p> <p>Meetings of s151 Officers will also be held</p> <p>The implementation of the outcomes of the third-party review of objectives</p> <p>ACCESS will liaise with the Scheme Advisory Board as appropriate</p>

Theme	Milestone	2024/25 activity
	<p data-bbox="424 208 863 286">Levelling UP, Communities &amp; Housing (DLUHC)</p> <p data-bbox="424 521 783 555">Joint guidelines &amp; plans</p>	<p data-bbox="986 208 1337 331">Periodic reports will be provided to DLUHC as required</p> <p data-bbox="986 521 1406 645">The implementation of RI reporting arrangements for the pool</p> <p data-bbox="986 701 1385 824">An annual review will be conducted of the pool's RI Guidelines</p> <p data-bbox="986 880 1409 958">Communications support to the pool will continue</p> <p data-bbox="986 1014 1409 1137">A review of the pool's Communication Plan will be undertaken</p>
<p data-bbox="209 1207 368 1330">ACCESS Support Unit (ASU)</p>	<p data-bbox="424 1207 743 1240">ACCESS Support Unit</p>	<p data-bbox="986 1207 1409 1330">The outcomes of the third-party review of the ASU will be implemented</p> <p data-bbox="986 1386 1393 1464">An annual internal audit of the ASU will take place</p>

A separate risk register measures the risk of the strategic objectives and milestones not being achieved and the resultant impact.

## Budget 2023/24

The budget for 2023/24 is detailed below.

	Budget 2023/24 £	Actual + Estimated Costs 2023/24 £	Overspend / (Underspend) 2023/2024 £	Proposed Budget 2024/25 £
<b>ASU</b>				
ASU Salaries (incl. on cost)	499,833	510,115	10,282	522,436
ASU Operational	23,000	16,314	(6,686)	24,000
ASU Host Authority Recharge	35,700	35,700	0	37,307
Technical Lead Recharge	40,000	52,292	12,292	55,000
<b>ASU Total</b>	<b>598,533</b>	<b>614,421</b>	<b>15,888</b>	<b>638,742</b>
<b>Professional Costs</b>				
<i>Internal Professional Costs</i>				
JC Secretariat	23,100	22,163	(937)	24,255
Procurement	145,000	59,000	(86,000)	180,000
<i>Internal Professional Costs</i>	<b>168,100</b>	<b>81,163</b>	<b>(86,937)</b>	<b>204,255</b>
<i>External Professional Costs</i>				
Strategic & Technical	602,000	572,646	(29,354)	664,000
Legal & Governance	190,400	317,355	126,955	199,920
<i>External Professional Costs</i>	<b>792,400</b>	<b>890,001</b>	<b>97,601</b>	<b>863,920</b>
<b>Professional Costs Total</b>	<b>960,500</b>	<b>971,164</b>	<b>10,664</b>	<b>1,068,175</b>
<b>Total Costs</b>	<b>1,559,033</b>	<b>1,585,585</b>	<b>26,552</b>	<b>1,706,917</b>
<b>Cost Per Authority</b>	<b>141,730</b>	<b>144,144</b>	<b>2,414</b>	<b>155,174</b>

The *Value for Money* principle has been adopted throughout the preparation of the budget. The key assumptions contained within the budget are outlined overleaf.



## **Key budget assumptions**

The full year effect of the ASU comprising of five full time Officers.

*Any budgetary impact of the Third-Party Review will be considered once known.*

The continuation of Technical Lead support at November 2023 levels.

Joint Committee Secretariat services remaining with Kent County Council for the duration of 2024/25.

Expenditure for a Procurement Lead Authority to deliver the following:

- the re-procurement of an ACS Operator;
- procurement support for the provision of private debt, social housing and infrastructure pooled asset solutions; and
- the re-procurement of legal advice.

External professional costs cover a range of matters including:

- ongoing advice and project management support in relation to the Scheduled BAU evaluation;
- pool communications; and
- ongoing advice in support of operational pool activity.

External legal advice.

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